

MA Dept. of Housing & Community Development – 2017 Community Investment Tax Credit Program
GROUNDWORK LAWRENCE (GWL): COMMUNITY INVESTMENT PLAN (CIP)

Introduction to Groundwork Lawrence and our CIP

Groundwork Lawrence (GWL) was founded in 1999 (and incorporated in 2001) to foster and awaken the potential of Greater Lawrence neighborhoods that had experienced decades of decline in their physical and social environments. Through collaborative, on-the-ground projects that empower residents and youth to transform themselves and the community, GWL is committed to “changing places and changing lives.” Our formal mission is: “to bring about the sustained regeneration, improvement and management of the physical environment by developing community-based partnerships which empower people, businesses, and organizations to promote environmental, economic and social well-being.” GWL is certified as a CDC. Since our founding, we have developed and executed a series of strategic planning processes which inform the CIP that we present here. Our CIP is based on the accumulated community input we have received from working in each of our 4 core work areas over the past 18 years and from our deep engagement in community groups and alliances. This CIP is scheduled for approval at GWL’s February 13, 2017 Board Meeting.

Section 1: Community or Constituency to be served

GWL’s primary service area is Lawrence. Our secondary areas include Methuen and Haverhill.

Lawrence History: Created by industrial barons of the 19th century, Lawrence was developed as a fully planned city. It was built at the height of the Industrial Revolution to maximize Merrimack River mill power, which propelled its rise to become the largest manufacturer of worsted woolen textiles in the world. However, marked strongly by the departure of most of the mill industry by 1950, a cycle of disinvestment and decline followed. Lawrence was left contaminated from its industrial heyday, as well as from its days as host to trash incinerators and landfills, resulting in current issues of brownfields, vacant lots, limited green space and urban canopy, air pollution and auto traffic.

Lawrence Constituency: Lawrence is home to 80,231 residents, and is the most heavily populated Latino city in New England and one of the poorest and youngest. Per 2015 US Census data, 26% of residents are living below the poverty level, 40% are below the age of 25 and 76% are Latino. Low income and working poor families are vulnerable to unpredictable events such as sudden job loss or a steep rise in utility bills or food prices. One in 3 families is persistently unable to meet their daily food needs. One in 7 families receives food stamps though hundreds more qualify, 82% of school children are eligible for free or reduced-price meals. Because of this economic hardship, residents experience high rates of diet-related illnesses like Type II diabetes (rates are 76% higher than those across MA), heart disease, stroke and obesity. At 51%, Lawrence has the state’s highest rate of childhood obesity. **Lawrence Today:** Despite its challenges, Lawrence is poised to restore its status as one of Merrimack Valley’s economic and cultural centers, with hundreds of millions of dollars invested in redevelopment of its historic mills, connection to Boston via commuter rail, regional motor vehicle connection via Interstates 495 and 93, a hard-working and entrepreneurial Latino immigrant community, a high functioning nonprofit sector and renewed community vitality. **Methuen & Haverhill:** Within Methuen (population 49,112, median household income is \$70,758) and Haverhill (population 62,488, median household income \$60,345), GWL has worked on business corridor improvements, park projects and tree planting projects focused on Community Development Block Grant (CDBG) eligible areas intended principally for low to moderate-income (LMI) persons.

Section 2: Involvement of community residents and stakeholders in GWL and our CIP

GWL was selected by the community to serve the community and that ethic was woven into the fabric of our organization from the very beginning. In the late 90s, a group of local stakeholders including local mill and other business owners, city officials, the group which became Lawrence CommunityWorks (LCW), nonprofits, and residents completed GWL’s feasibility study. The study, sponsored by the US National Park Service and EPA, in partnership with the City of Lawrence, Lawrence into Action and the Merrimack College Urban Institute found that “a Groundwork Trust could play a significant role in aspects of the revitalization of the

city...It could be the environmental arm of the Lawrence Initiative...working with community groups to help them achieve their local projects and being proactive, developing programs of its own.”

Staff/Board: GWL is comprised of community members and this engagement and connection informs our work daily. Of our 19-member staff, 10 people currently live in and/or were born and raised in Lawrence, Methuen and Haverhill. Our 13-member board of directors includes 8 members who work in Lawrence, and all have a deep connection and commitment to the Greater Lawrence area. Please refer to our Board of Directors list and our organization chart in Attachments A & B.

Community Engagement in Projects: All of our open space development projects involve the long-term engagement of community stakeholders to ensure relevance and buy-in from residents, business owners and city officials. The following examples demonstrate our skill and experience in being a catalyst for open space economic development projects. Our projects and programs are more fully described in Section 4. Specific recommendations from the initiatives listed below are included in Section 7.

Reviviendo Gateway Initiative (RGI) 2002: Was a partnership between GWL, LCW and the City of Lawrence. This community-based effort led to a mixed-use zoning overlay for the North Common Neighborhood triggering significant revitalization including the redevelopment of vacant mills (ex: LCW’s Union Crossing, which provides office and affordable housing, Washington Mills Lofts), and the redevelopment of an underused lot into Ferrous Urban Wild Park which is the capstone park of the 3.5 mile Spicket River Greenway that GWL developed in partnership with the City of Lawrence. Through a federal transportation earmark, GWL worked with the City and the North Canal Coalition to design and construct Warehouse Square, a new pocket park at the Union and Canal Street intersection, and construct corridor improvements, transforming this intersection into a gateway for the North Canal District.

City of Lawrence Open Space and Recreation Plan GWL prepared the City of Lawrence’s 2009 Open Space and Recreation Plan by conducting extensive public outreach, including individual interviews with local officials, a series of 3 community meetings, and distribution of bilingual surveys to residents across the community (250 residents completed surveys). GWL also met with several neighborhood associations, and made presentations about the Open Space Plan renewal to the Lawrence Conservation Commission, Planning Board, Historical Commission, Board of Health, and Redevelopment Authority. The Open Space and Recreation Plan is currently being updated for the next 7 years, with GWL overseeing community outreach, the drafting of the plan, and GIS analysis.

Parks for Public Spaces (PPS) 2012 Placemaking in the North Canal District: PPS facilitated two workshops, hosted by GWL and LCW, to initiate a community visioning and Placemaking process that featured a walking tour of the North Canal District, and PPS’s Power of 10 and Place Performance Evaluation exercises. The workshops were each attended by 75 community members and local stakeholders who were asked to “envision how lighter, quicker, cheaper interventions could be implemented in the short term in the five sites that the community identified as those in the District with the most potential to become great places in Lawrence”. This effort and the ULI TAP event (detailed below) served as a community check-in activity from the original RGI effort (detailed above).

Urban Land Institute (ULI) 2013 Technical Assistance Panel Report (TAP): GWL brought ULI to Lawrence through a partnership with Mass Development and the MA Smart Growth Alliance, for Lawrence’s North Canal District. The TAP brought together a diverse group of 24 stakeholders—including property owners, residents, community-based organizations, business people, city council members, and other city and regional officials—who met with the panel and shared information, ideas, and opinions on a range of issues affecting the North Canal District.

Community Engagement through Programs: Residents are integral to developing our community engagement and education programs which call on the work of more than 2000 volunteers serve approximately 3,500 residents each year. In addition to residents, we collaborate with local businesses throughout the year in order to engage them in providing sponsorships for our community-wide clean-ups and events and in smaller group stewardship projects.

Alignment with Other Lawrence-based CDCs: There are 2 other CDCs in the City of Lawrence aside from GWL whose work informs our CIP:

Lawrence CommunityWorks (LCW): GWL shares a deep relationship with LCW, a vibrant CDC in Lawrence focused on Lawrence's North Common Neighborhood who played a prominent role in the founding of GWL. Our first major project together in 2002 was RGI (described above). GWL also regularly provides our Healthy Living Workshops to LCW's members and clients. A GWL employee serves on LCW's Board of Directors and GWL's Executive Director serves on LCW's Working Cities Initiative Executive Committee (detailed below). We have recently partnered with LCW by locating our office in phase one of their Union Crossing project. We are excited to help LCW transform the mill into a stable real estate asset. Our youth programs partner together and we continue to develop programs together.

Arlington Community Trabajando, Inc. (ACT): Is a newly certified CDC with a strong base in Lawrence's Arlington neighborhood. GWL has partnered with ACT over the years on youth programming, volunteer events, and open space projects, the most successful of which was the expanded Kennedy Playstead, which added momentum to the Spicket River Greenway's development. With ACT offices right along the Greenway, we look forward to continuing to partner with them on activating spaces in the Arlington Neighborhood and offering educational programming to their members.

Community Engagement via Alliances: GWL is deeply networked in the community through our participation in collaborative groups working to bring about revitalization across the public health, educational, economic and environmental sectors. These include:

City of Lawrence Mayor's Health Task Force (MHTF), a broad-based collaborative of health care and social services providers, environmental groups, academic institutions, local businesses, city planners, and visionaries whose mission is to develop healthy public policies and activities that accommodate the changing conditions of the total community, and promote improvement in the quality of life of its citizens. In 2012, the MHTF conducted a Community Health Assessment to help it focus work around community health and wellbeing. This was headed by a Core Partner Engagement Group, with over 30 MHTF members trained on the Center for Disease Control's Community Health Assessment and Group Evaluation (CHANGE) tool, designed to help communities set priorities and engage community members in public health issues particularly relevant to that community. GWL's Executive Director is a member of the Executive Committee and GWL's Community Engagement Director is Chair of the Healthy, Active Living Working Group.

Lawrence Partnership (LP), a private/public sector collaboration for the economic and general improvement of Lawrence. GWL's Executive Director is a Board member, is Chair of the PR Committee and serves on the Executive Committee.

Boston Federal Reserve's Working Cities Challenge is a city collaboration of 30 nonprofits, businesses and public agencies, led by LCW, to support the Lawrence Public Schools turnaround effort, making city schools the cornerstone of a new way to connect entire families both with each other, and the organizations and resources to help them realize their aspirations. GWL's has led the development of a Community Web portal for the initiative which supports not only the Working Cities Challenge but also the LP and the MHTF, and serves as a central location for the City, local businesses, and community organizations to list their services and programs, providing a central, accessible resource for community members.

Community Inroads (formerly known as Jericho Road Lawrence) CI's focus is to improve the quality of life in Lawrence by strengthening the city's non-profits through pro-bono professional project-based assistance. Groundwork is part of the steering committee and a participating member of CI's Cultural Inclusion Project which seeks to place Lawrence professionals on the boards of local non-profit organizations while also ensuring that the board itself is an inclusive environment. Two of GWL's current board members and three of our Advisory Council members are graduates of the Cultural Inclusion Project.

North Canal Coalition: In addition to engaging community groups through specific project outreach, GWL's Project Director co-chairs the North Canal Coalition, a group of 20 property owners based in this historically and economically important district. We convene the group, which combined owns about 3.3 million square feet of mill space in over 60 acres of the City's North Canal area, monthly to discuss shared improvements, group marketing proposals, canal maintenance, project updates and economic development opportunities.

Section 3: Plan Goals

Lawrence is a community in the midst of a dramatic process of revitalization, and as such, conditions on the ground are constantly changing. For this reason, we have found that having a mindset of continual planning and community engagement has proven to be most effective. We continually assess where there is the most momentum in the community for revitalization and we respond accordingly. In this way, we strive toward our longer-term outlook but remain nimble and opportunistic based on what's happening in our community right now. We kicked off our latest strategic planning process early in 2012 with an all-staff, all-board retreat. We created a framework for our work by defining the 4 groupings presented below, as well as vision and mission statements for each group. As a 2013 Social Innovation Forum Innovator, we developed a model graphic to communicate our framework to others. Please see Attachments C and D for the model graphic and our latest brochure.

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Vision Statement: GWL will promote Greater Lawrence's identity and reputation as an affordable, prosperous and healthy green community by providing a high quality built and natural environment through the renovation of existing parks, the creation of new recreational opportunities, and the restoration of Lawrence's three rivers. GWL will explore how to leverage skills and capacity to connect improvements in Lawrence to surrounding communities.

Methodology: GWL works to make Greater Lawrence a cleaner, greener place to live, work, and play. Its environmental improvement projects focus on making the community's underutilized outdoor spaces safe, accessible and attractive. GWL projects transform vacant and often contaminated open spaces into parks, playgrounds, gardens, orchards, wooded trails and pathways, promoting healthy pursuits like walking, running, cycling and gardening.

EDUCATION & JOB TRAINING

Vision Statement: GWL and partners are developing a new generation of environmentally engaged leaders and employable residents to strengthen and expand the green economy by providing opportunities from crayons to careers.

Methodology: Through its education, community service and job training programs for Lawrence youth and Greater Lawrence adults, GWL cultivates respect for the environment, social awareness and healthy behaviors while concurrently preparing young people to be positive role models and future leaders in the community.

COMMUNITY ENGAGEMENT

Vision Statement: GWL will promote community engagement to help low-to-moderate income Greater Lawrence residents individually and collectively achieve economic self-sufficiency, feel safe and take pride in a clean, resilient and healthy community.

Methodology: GWL achieves results by engaging the community it serves in its mission. Its education programs, volunteer events and family activities are designed to foster ownership among participants in making Lawrence a safer, healthier place to live.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

Vision Statement: GWL will increase access to high-quality fresh produce in the Greater Lawrence area thereby enabling LMI residents to make healthy food choices for themselves and their families and improving public health by decreasing the rate of diet-related preventable disease.

Methodology: GWL increases fresh food access by creating, promoting and supporting food subsidy instruments and spaces to grow and purchase fresh and/or healthy food.

Section 4: Activities to be Undertaken

In addition to listing our activities in this section, we have included a chart outlining activities to be taken over the next 3 years in the context of partners, outputs and outcomes (see Section 10). In summary, our activities include:

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Urban Forestry: Through a partnership with the Commonwealth's Greening the Gateway Cities project we are implementing an ambitious tree planting program over the next several years. In Lawrence Groundwork will find homes for 2400 trees in public and private spaces. In Haverhill, an additional 2400 trees will be planted with GWL assisting the state with outreach in the designated planting areas. Increasing the urban tree canopy adds beauty to the community as well as shade for residents and helps to alleviate the heat-island effect in urban areas. Trees absorb CO2 and particulate matter, helping to clean the air, and reduce greenhouse gas emissions. Trees have many public health benefits and absorb and filter storm water runoff, helping to minimize flooding during storm events and keep the rivers clean. Studies show that an increased tree canopy decrease crime and residents feel safer in their neighborhood.

Parks: We transform underused, blighted and contaminated spaces in Greater Lawrence into neighborhood assets including parks, playgrounds, community gardens and orchards. In the next 3 years, we anticipate managing or assisting with the development or redevelopment of 6 Lawrence parks. We will also work with Lawrence, Haverhill and Methuen to develop a pipeline of projects for future years and we are currently updating Lawrence's Open Space and Recreation Plan.

Trails: We will continue to develop multipurpose, pedestrian trails in Lawrence, Methuen and Haverhill to provide the community with safe means of pedestrian travel to their jobs, schools, stores and other assets. Trails also provide the community with recreational space for walking, running and biking and they connect the community to regional trails which also brings visitors in from the neighboring communities to shop and dine, thus supporting economic activity. In the next three years, we anticipate initiating, planning or completing construction of four Greater Lawrence trails.

Over the past 18 months GWL and the City of Lawrence implemented Plan LMRC, a planning project for the Manchester Lawrence Rail Corridor (MLRC). The Lawrence reach of the MLRC comprises 14 acres of derelict land and is approximately 1.5 miles long. The planning project focused on three catalyst sites: Flametech Steel, Downtown Crossing, and the corridor itself. The team prepared conceptual site plans and market analysis for industrial re-use of the Flametech Steel block and residential uses for the Downtown Crossing block. These two blocks are bisected by Essex Street and parallel to Broadway, Lawrence's two main commercial corridors. Groundwork's strong track record with the state's Gateway City Park Program helped secure \$750,000 in funding for the design of a shared use path for the corridor, which is the first step in reclaiming the for a park offering alternative transportation options that will significantly improve the lives of Lawrence residents.

GWL helped the city raise funds for a neighborhood connection to the shared use path proposed for the MLRC. The project will expand Manchester Street Park and develop a parking lot for a locally owned Latino grocery store at the Malden Mills complex. GWL is supporting the City of Lawrence by helping to guide acquisition, brownfield assessment, design, and construction.

For the past two years we have helped the City of Methuen with the Methuen Rail Trail, which is part of the MLRC. The project will design and construct a paved path linking the new affordable housing at historic Malden Mills to downtown Methuen, and the north to the state line.

This past year also marked the beginning of a significant planning project that will expand riverfront trails along the Merrimack River. The trail work will be completed using GWL Green Team members in partnership with the Appalachian Mountain Club and local land trust, the Andover Village Improvement Society. We estimate the trail work will take several years to complete.

Along the Shawsheen River Corridor we have begun to address maintenance of the existing riverfront path by activating Costello Park with an Urban Farm, a community garden, and landscape maintenance along the path. We will build on this momentum by partnering with Lawrence Public Schools and the Friends of North Andover Trails and by serving as the fiscal agent for the Shawsheen Greenway in Andover.

North Canal Coalition: Please refer the Section 1 for a description of this activity.

Northern Essex Community College (NECC): In the coming year we will manage NECC's Lawrence campus expansion project which will enable the college to improve services for Greater Lawrence students and serve as a revitalization engine for downtown Lawrence. GWL will help plan, design and implement a farming partnership program at the Haverhill campus. We are also developing a partnership between the college and the city to implement a series of tactical urbanism efforts described in the newly adopted Lawrence Urban Renewal Plan (Lawrence TBD). We are targeting Mass Development's Commonwealth Places program for funding these efforts.

EDUCATION & JOB TRAINING

K-12 Educational Programming: We will continue to engage Lawrence Public School (LPS) students with environmental and public-health, Science, Math, Engineering and Math (STEM)-based, service learning programming to increase academic performance and advancement in life and to encourage these primarily Latino students to pursue careers in fields in which they are underrepresented. Our curriculum aligns with the MA State Frameworks on Science, ELA, as well as the Comprehensive Health Standards and reinforces STEM-related concepts in innovative ways. In the next 3 years, we anticipate serving 1,200 K-12 LPS youth during each school year and 200 during each summer with regular enrichment programming. We are developing curriculum to create Costello Urban Farm, Ferrous Urban Wild Park and Den Rock Park as outdoor education centers and ensuring they become standard field trip sites for local school districts.

Green Team: We will continue to engage Lawrence youth in environmental and public-health based, service-learning, leadership development employment with the goal of increasing their professional horizons and developing Lawrence's next generation of leaders. Through Green Team, youth learn on-the-job soft skills such as public speaking, resume writing and business planning as well as skills related to urban planning, environmental stewardship, urban agriculture and community engagement. Youth are exposed to a wide-range of career pathways and meet professionals working in these areas. Youth are provided the opportunity to travel to local, state and national parks to camp, hike and engage in service learning projects. In the next 3 years, we anticipate supporting 50 part-time Green Team jobs per year.

Environmental Technical Training Program (ETTP): GWL partners with the Merrimack Valley Workforce Investment Board to provide a free, intensive, 5-Week, 40 hour per week course that balances classroom lecture and discussion with active hands on indoor/outdoor field projects. The program includes 9 highly sought after certifications and trainings including: Asbestos and Lead Abatement, OSHA 40. These training are often required for employment and are expensive and time consuming to obtain individually. GWL will continue to provide recruitment, program management services and the environmentally-related training for ETTP participants. This is the final year of a multi-year grant. In 2017 we are launching a Spanish-only cohort of 15+ trainees and will be applying for additional funding to continue the program.

COMMUNITY ENGAGEMENT

Community-Wide Stewardship: To keep parks and open spaces that we have developed clean and beautiful and to develop local stewards, we will continue to coordinate 2 annual community-wide volunteer cleanups each year: Earth Day/Comcast Cares Day in April and the Spicket River Cleanup in September. In the next 3 years, we anticipate engaging more than 1500 people each year in these events.

Partner Stewardship Events: We will continue to facilitate the stewardship interests of smaller groups throughout the year including local corporate groups, churches and community organizations. In the next 3 years, we anticipate engaging at least 150 local residents each year.

Community Health & Safety Events and Celebrations: To encourage the community to use the open spaces and to reinforce public safety we will continue to host an annual Kite Festival, which is now incorporated in

the MHTF's S.A.L.S.A. Festival. We will hold our Spicket River Greenway 5K Walk/Run event annually. In the next 3 years, we anticipate engaging at least 2,000 Greater Lawrence residents each year in these civic events.

Partnerships: Please refer to the description in Section 2.

Storm Water/Urban Waters: Through an EPA cooperative agreement, we expanded our community initiatives to include environmental resiliency with a program that is educating Lawrence residents about climate change, its potential impact on neighborhoods (increased flooding) and climate change mitigation options; and about the damaging effects of cooking oil/grease/fat disposal on the city's waste water infrastructure and river health. We anticipate engaging 7,000 residents through this project.

Brownfields Abatement: The City of Lawrence is The City of Lawrence MA has applied for EPA funding to enable the City to conduct Brownfields assessment and cleanup. will facilitate a continuation of past successes in utilizing EPA Brownfields grants leveraged with other funding raised by the City and our community-based partners to work toward our goal of creating a healthy, vibrant, walkable city that stimulates balanced sustainable growth through economic development, affordable housing, parks, gardens, and shared use paths.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

GWL Farmers Markets: We will continue to provide fresh, locally grown produce to the Greater Lawrence community by managing the GWL Farmers Markets. We accept WIC and EBT/SNAP (Food Stamps) as payment at our markets, match federal subsidies with local subsidies and accept and provide coupons to the community to make the produce more affordable. We also provide cultural activities, face painting, healthy living programming and table displays manned by our partner organizations, helping to make our markets a festive destination. In the next 3 years, we anticipate managing 3 Farmers Market sites in Greater Lawrence from July through October of each year.

Community Supported Agriculture (CSA): We will continue to provide subsidies and enable low income residents to make weekly payments for Farmer Dave's CSA shares. In the next 3 years, we anticipate helping 58 families afford a CSA share.

GWL Share-A-Share™ (SAS): We will continue to provide additional fresh produce subsidies for the Greater Lawrence LMI community by fundraising for our GWL SAS™ fund. We will seek individual, foundation and corporate donations and use the funds to redeem coupons at our farmers markets, match federal subsidies, subsidize the CSA shares and purchase starter plants for our community gardeners. In the next 3 years, we anticipate raising \$20,000 each year.

Healthy on the Block/ Bodegas Saludables: In partnership with the MHTF and Mill Cities Community Investments, GWL enables Lawrence bodegas (corner stores) to increase their supply of healthy food options, to increase their financial literacy and business assets, build credit, and apply for small business loans. We have developed a Memorandum of Understanding (MOU) between the MHTF and 19 bodegas to formalize their certification. In the next 3 years, we anticipate S.A.L.S.A.-certifying an additional 31 Lawrence bodegas.

Community Garden Network: We will continue to manage the City's 9 community gardens and hold social and education events for our network of community gardeners. In the next 3 years, we anticipate facilitating the gardening activity of 150 community gardeners each year and host 3 events each year.

Healthy Living Community Education: We will continue to increase the healthy living competency of our immigrant population by introducing them to New England crops, emphasizing the importance of a diet based on healthy foods, and demonstrating how to cook with, shop for and preserve local produce. In the next 3 years, we anticipate engaging 125 residents each year with classes and workshops.

Section 5: How Success Will Be Measured and/or Evaluated:

In addition to tracking the outputs listed in Section 4 above, we will measure the impact of our work through the outputs and outcomes that are listed in Section 10 as summarized here:

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS: We will measure our success in the short term by recording the number of parks, trees, gardens, and trails that we plant, develop, redevelop, manage and/or design. In the long term, we will measure our success by tracking the impact that our projects have on environmental and public health, economic and crime statistics.

EDUCATION & JOB TRAINING: We will measure our success in the short term by recording the number of students we teach each year and the dosage of education we provide (hours per student per year). We will also use formative and summative assessment tools to measure students' short-term increase in knowledge due to our programming, their increased awareness of and competency about environmental and public health issues and their increased sense of place and city pride. We will survey LPS teachers to understand the impact they witness of GWL's programs on their students' performance. In the long term, we will measure the success by gauging our impact on student academic performance and high school graduation rates. Further, we will develop the systems needed to gauge the number of our students who pursue third level education and/or careers in the environmental or public health field and track the number of Lawrence youth we retain/regain in the city upon high school graduation and who become as our next generation of civic leaders.

COMMUNITY ENGAGEMENT: We will measure short term impact by tracking the number of people we engage each year through our events. In the long term, we will measure our success by the extent to which the community develops pride and ownership of their city, helps to steward, and beautify their public spaces and rivers, makes good use of them.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING: We will measure the short-term impact by measuring the output of affordable, fresh, culturally appropriate produce we make available to the community, the number of garden sites and raised beds we help manage and the number of people we engage through our educational programming. In the long term, we will measure our impact by tracking the community's rate of diet-related, chronic diseases, the increase in social capital related to the garden sites and the increased healthy food economy through the bodegas.

Section 6: Collaborative Efforts to Support Implementation

Please refer to Section 10 for a full listing of our primary partners for each of our work areas. A summary is provided below.

Lawrence Community Works (LCW), Financial Stability Center (FSC), Family Resource Center (FRC):

These organizations represent our primary outreach partners through to reach the Lawrence community and through whom we collaborate to increase the public health assets of the community.

City of Lawrence, Haverhill and Methuen: GWL works closely with local municipalities. Depending on the needs of each project, we provide planning, project management services, outreach and community engagement services, fundraising/grant writing and project implementation.

Lawrence Public Schools, Boys & Girls Club, Merrimack Valley YMCA, LCW: Our youth education partners provide the learning space and student body for our educational programs.

Merrimack Valley Workforce Investment Board, ValleyWorks Career Center: These organizations are the lead agency and partner for our job training efforts. GWL provides project management services, recruits participants, and the environmental education and job search components.

City of Lawrence Mayor's Health Task Force (MHTF): The MHTF is our primary public health improvement and outreach partner and we work closely together on S.A.L.S.A. initiatives such as Healthy on the Block, the Healthy Active Living Resolution and the S.A.L.S.A. festival.

Section 7: Integration of Activities/Consistency with Community Strategy and Vision

Our work is informed by the neighborhood, community, municipal and regional plans of partnering organizations. Please refer to Section 2 for an introduction to the groups listed below.

City of Lawrence 2017 Open Space and Recreation Plan: We anticipate that the City's updated plan will include similar goals to the 2009 OSRP: "decrease the amount of litter and debris in parks and open space; Decrease dependence and burden on the DPW by encouraging public-private partnerships to protect and maintain public space; Increase activity and attendance in parks by creating and implementing more active in-parks programming; Increase attendance in parks by creating and implementing more passive park elements; Increase pedestrian and biking activity by encouraging walking and biking for exercise and enhancing safety and connectivity between schools, neighborhoods, and parks; Reclaim vacant lots and other abandoned and under-utilized land. Increase access to waterfront resources through enhancement and protection".

Mayor's Health Task Force 2014 Mass in Motion has 3 main areas of focus 1) Healthy On The Block Campaign to equip 6 bodegas for increased healthy food sales. 2) promoting open space to utilize the introduction of the new park at the Ferrous site to highlight the benefits of parks and to promote physical activity in Lawrence's parks and to support the city's continuing efforts to identify the best spaces to develop/redevelop to support public health. 3) Complete Streets program to assist the City with the passage of an Active Streets/Complete Streets ordinance by informing and/or coordinating efforts to research the requirements, draft the ordinance and engage the community.

Lawrence Public Schools 2012 Turn Around Plan strategies include: "Extended time, strategic use of data and high expectations for academic achievement; Strengthened support and engagement for students beyond academics."

The City of Lawrence 2013 Healthy Active Living Resolution calls for "improvements to the "built environment ... including, bike and pedestrian friendly streets, adequate public transportation, access to healthy food retailers, access to parks, trails and grocery stores" to address high obesity rates.

Lawrence General Hospital 2016 Community Health Needs Assessment Report notes that Obesity and diabetes were considered highly prevalent in interview and focus group discussions. The accessibility to healthy foods were noted by some as a barrier to eating healthier foods and crime and busy work schedules were mentioned as barriers to being physically active.

Holy Family Hospital 2015 Community Health Needs Assessment reports that obesity remains a major community health issue, and many health care and social service providers, as well as residents, are alarmed by people's lack of knowledge about good nutrition, the lack of available fresh produce, resistance to exercise and play, and poor nutritional choices—sometimes due to little money for good food or proximity to major supermarkets.

City of Lawrence 2014 Downtown West Planning Study: includes the following recommendation for a near-term improvement: "intensively design and program ... the new NECC El Hefni Health & Technology Center on Common Street to Essex Street."

Parks for Public Spaces (PPS) 2013: Recommendations related to GWL include: work with property owners to secure access and develop open space plans; promote physical activity; program and organize the nature tours, help with cleanup, and set up a farmers market; trees and trash barrels; program and organize cleanup campaign.

Urban Land Institute (ULI) 2013 Technical Assistance Panel Report (TAP): identified the following as one of 4 main factors needing to be addressed to foster revitalization: "formal walking paths, lighting, and signage...amenities that will serve residents—and workers—who move into the area. A streetscape with adequate sidewalks, lighting and sidewalks is also an important, but longer term proposition."

The Lawrence Urban Renewal Plan, Lawrence TBD emphasizes economic development and how that emphasis will impact job creation, resident quality of life, and fiscal stability for the City itself. An extensive public process, which included a Citizen's Advisory Committee of 25 members, formal workshops, open houses, and outreach to developers and community groups, guided the plan's recommended strategies and actions. These include economic development that targets five industries with particular relevance because they already exist in the target area of this communitywide assessment proposal. These industries include food

manufacturing and production, specialty manufacturing, healthcare, education, and arts and culture. Analysis undertaken during the planning process suggests employment growth within these industries at the City and County level.

Lawrence CommunityWorks (LCW) 2014-2016 Community Investment Plan: includes this goal “Create a vibrant mixed use community in the heart of the city, linking the revitalization of the North Common neighborhood and the Mill District ... to reach our vision of Lawrence as having a robust physical landscape marked by a healthy mix of housing options, vital commercial development and attractive open spaces” and names GWL as an “open space developer; partner on neighborhood park and playground development, community gardens on vacant lots, streetscape improvements and tree planting, North canal planning process, educational workshops, youth programming.”

City of Lawrence FY2016-2020 Consolidated Plan includes the following as high-priority needs: “Strengthen neighborhoods through investments in public infrastructure, parks and open space, and public facilities; Investment in public services and community facilities that provide new or improved access to programs that serve youth, seniors, and at-risk, vulnerable households; Expansion of economic opportunities through support for small businesses...”

Section 8: Financing Strategy

GWL strives for a diverse mix of sources from across the funding spectrum to compensate for fluctuations in any one area. In recent years, we have worked to increase our funding from individuals, corporations and earned income to achieve a more robust financial portfolio as show in the chart below. In the coming years, we plan to continue to increase our corporate and individual donor streams, especially in light of the CITC tax credit. Substantial funding of the buildout of our new office space was made possible because of our ability to offer CITC credit to a foundation, which doubled their gift for the buildout from \$75,000 to \$150,000. Individual giving was also greatly augmented by the CITC credit. Our funding strategy within each area is shown below.

<i>Revenue Source</i>	<i>FY15 Actual</i>	<i>FY16 Actual</i>	<i>FY17 Budgeted</i>	<i>% Change FY15 to FY17</i>
Foundation	\$445,680	\$579,118	\$596,059*	134%
Government**	\$2,403,502	\$354,158	\$1,003,575	42%
Earned Income	\$165,660	\$159,635	\$99,963	60%
Individuals	\$102,529	\$110,162	\$310,500*	303%
Corporate	\$119,510	\$136,637	\$189,528	158%
In-Kind	\$36,467	\$24,811	\$40,600	111%

**includes restricted for Office buildout capital campaign*

*** Government funding fluctuates from year to year based on environmental capital project status*

Foundation Fundraising Strategy: Our goal is a 20% increase in Foundation funding in FY19 as compared to FY15 levels. Foundation income has always been a strong component of GWL’s portfolio which we plan to maintain. We plan to sustain our long-term funders including Stevens, New Balance and Bank of America foundations. Given that foundations can fluctuate in their areas of interest, our strategy is to continually research and cultivate new foundation donors to replace those who may eventually drop off. Recent funders have included the Doe Family Foundation, Tufts Health Plan Foundation, Alice Willard Dorr Foundation, Field's Pond Foundation, American Heart Association, Cummings Foundation, Arbor Day Foundation, and Harvard Pilgrim Healthcare Foundation.

In addition, we are seeking large foundation grants for our public health related efforts through our GLHWA participation (detailed in Section 2). We intend to pursue funding for large-scale, collaborative projects from funders such as: The Robert Wood Johnson Foundation (who recently named Lawrence a 2015 Culture of Health Prize winner) and The Kresge Foundation.

Government Fundraising Strategy: Government funding through GWL is an important mechanism for the federal, state and local governments to make an impact in our community. We will continue to partner with the

City of Lawrence and expand our partnership with the cities of Methuen and Haverhill as they invest their CDBG funding and apply for state and Federal grants. The state has invested significant EOEAA funds in the City and to GWL for the creation of new parks and the redevelopment of open spaces. MA Department of Agriculture has provided significant funding in recent years in GWL's redevelopment of Costello Park in Lawrence into an Urban Farm. GWL is currently seeking USDA funding for our urban agriculture work and the MA Department of Transitional Assistance has recently received USDA Food Insecurity Nutrition Incentive grant funding to increase the usage of federal food subsidies in low income communities, and GWL is a local partner on that grant. The EPA was prominent in the formation of GWL and has made significant financial investments in our organization and the City of Lawrence through brownfield assessment funding, urban water, healthy community and small environmental justice funding streams. Due to the large capital costs needed for infrastructure projects, the percentage of our overall budget increases/decreases based on whether these projects are in planning, pre-development or construction phases.

GWL's involvement in the GLHWA alliance will also enable us to pursue large-scale funding from government funding sources for our collaborative public health-related efforts including the MA Department of Public Health, the Federal Center for Disease Control, and the U.S. Department of Health and Human Services.

We have also recently secured government funding for our Green Team program through a 3 year grant from the Massachusetts Cultural Council's YouthReach program and through an earmark from the MA Department of Children and Family Services. We also received a Mass. Department of Elementary and Secondary Education grant for our academic programs that help to decrease summer learning loss and increase students' social-emotional competencies.

Earned Income Fundraising Strategy: In recent years we have significantly increased our Earned Income revenue, mostly in the area of LPS elementary through high school education. We provide STEM-based, environmental and public health related enrichment program for Lawrence students during the school year and during the summer months. We are in the second year of a 3-year contract with LPS to continue to provide these services and a one-year contract with the Boys & Girls Club of Lawrence to provide similar services for additional Lawrence students through their contract with LPS. These contracts are important tools for Groundwork to create as steady source of income for our program. We also receive earned income through program management and consulting services that our Project Director provides to the cities of Lawrence, Haverhill and Methuen and to other local partners such as NECC.

Corporate Fundraising Strategy: Our goal is a 30% increase in individual funding in FY19 as compared to FY12 levels. In recent years, we have increased the number and level of corporate sponsorships for our events, a trend we plan to continue. Our Community Engagement Director helps us capitalize on the many requests that community partners, local corporations and church groups make for stewardship work days. These groups benefit from a day out of the office working side-by-side and the City of Lawrence benefits from the stewardship work these groups complete and from the engagement and sense of ownership developed within people from their work efforts. Groundwork asks these groups to make a small donation, commiserate with the number of volunteers they provide, to cover the cost of our coordination services and supplies.

Individuals Fundraising Strategy: Our goal is a 22% increase in individual funding in FY19 as compared to FY12 levels. Through the development of our major donor campaign in recent years, we have significantly increased the size of our revenue in this area. We plan to continue to develop our individual donor base and consider DHCD's Community Investment Tax Credit an important tool in helping us to reach this goal. Also, GWL recently transitioned to Raisers Edge, the industry standard in constituent relationship management databases which comes with a wealth checking mechanism, informing the level at which we should engage individual donors.

Capacity & Strategy related to CITC: We are requesting \$150,000 be made available for our community investment tax credits this year. With our success in securing funds for our office build out and corporate and

individual donor with our first allocation of CITC credits, we will continue to highlight our new CDC status and our available community investment tax credits to encourage donations at our annual Glow Gala fundraiser, end-of-year and spring appeals. Similarly, through our interface with corporations via our growing number of small group stewardship events and sponsorship opportunities, we anticipate sharing our CDC status and generating increased corporate donations.

Section 9: History, Track Record and Sustainable Development

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS: In partnership with the City of Lawrence, GWL has provided design and construction management services for \$21M of capital improvements through our environmental improvement initiatives. We have improved over 417 acres of public parkland representing approximately 75% of the city's total inventory of green space; built or improved 20 parks, bulbs and perennials. We have built 9 safe-soil community garden sites, created 43 raised garden beds at 12 schools, 30 backyard gardens and 1 urban farm, totaling 2.3 acres of soil growing space in Lawrence.

EDUCATION & JOB TRAINING: As we began to engage the community in stewardship events to keep the spaces that we had built clean, we noticed the strong passion of Lawrence youth for stewardship. In response, we launched our Green Team program in 2002 and expanded it into a year-long program for 10 youth in 2006. In the summer of 2012, we expanded the summer program to accommodate 20 youth and again in the summer of 2014 to accommodate 30 youth. Recognizing the need to provide flexible opportunities for busy Lawrence youth, we modified the structure of our program to be more seasonal with 10 job slots in the fall/winter, 10 in the winter/spring and 30 during the summer months. We have been providing elementary/middle school educational programming since 2008 when we served 30 youth that year. In recent years, and at the invitation of the LPS Superintendent/Receiver, GWL has quickly expanded our elementary/middle school programming and added high school program in order to assist LPS in meeting their TurnAround Plan goals. In FY17, we provided 1070 elementary/middle/high school students with educational, enrichment programming. In FY 18, we expect to serve 1200.

COMMUNITY ENGAGEMENT: We held our first Kite Festival in 1999 and have done so ever since. As part of the City's Supporting Active Life Styles for All (S.A.L.S.A.) festival, this event now draws 1,200 people. Since 2002, GWL has engaged the Lawrence community in our annual Spicket River Cleanup event. This year our event drew 700 volunteers who came together to clean 10 sites along this great waterway. In 2006, we introduced our annual Earth Day event for which we now partner with Comcast Corporation and draws 1,500volunteers. Our annual Greenway 5K Walk/Run attracts 150 - 200participants.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING: Supported by a 2006 USDA Community Food Planning grant, GWL conducted a community food assessment in Lawrence to better understand the many dimensions of Lawrence's interrelated hunger, poverty, health and justice issues and to plan for proactive, preventative ways to address them. That year, we assumed management of the Wednesday Farmers Market on Appleton Way. We enabled SNAP payment via Electronic Benefit Transfer (EBT) when we became certified as an authorized USDA merchant and purchased a wireless POS device. We added a Saturday Market in Lawrence in 2010 and a Friday market in neighboring Methuen in 2014. Today, our markets provide over \$70,000 worth of fresh, locally-grown produce each year and draw an average of 1,200 visitors each week. In 2006, we began working to create community gardening space for the community and formally assumed the role of managing the 8 community gardening sites through the renewal of our MOU with the City of Lawrence in 2014. In 2016 we added another community garden at Redeemer Lutheran Church. We launched a CSA, using Farmer Dave's produce in 2007, and as he expanded his CSA program regionally, we transitioned to ensuring the CSA would be accessible to low-income community members living near Farmer Dave's CSA pick-up locations. With our new office space located in LCW's Union Crossing, which has 60 low income units, we will be hosting a CSA at our office space. GWL launched the GWL Share-A-Share™ (SAS) fund to subsidize fresh produce and to-date we have distributed more than \$100,000. This year we subsidized CSA shares for 27 low income families. Realizing that cost was only the first barrier to healthy eating we began offering our Healthy Living Workshop series for the community to increase their healthy living assets along with the community's growing space. Since 2010, we have offered gardening, healthy cooking and shopping workshops for more than 1000 Greater Lawrence adults. We will be incorporating family cooking classes in our new kitchen space. Through EPA and other funding, we have also educated the community about recycling

and composting and worked to reduce illegal dumping.

Awards to Groundwork Lawrence and/or for our Projects: State of Massachusetts (2004) Governor's Award for Smart Growth Leadership; Lawrence CommunityWorks (2006) Reviviendo Champion Award; The Trustees of Reservations (2008) Conservationists of the Year; Neighbors in Need (2008) The Outstanding Volunteer Award; Brownfields Renewal Magazine (2010) Social Impact of the Year Award for Manchester Street Park; National Community Development Association (2011) Audrey Nelson Community Development Achievement; Essex National Heritage Commission (2012) Certificate of Recognition; RootCause (2013) Healthy Lifestyles Social Innovator of the Year; The U.S. Conference of Mayors (2013) City of Lawrence received Honorable Mention for the Spicket River Greenway; Essex National Heritage Commission (2013) Pioneer & Partnership Award; Massachusetts Department of Public Health (2013) Peter R. Lee Healthy Communities Award; USDA Forest Service (2014) 21st Century Conservation Service Corps; Enterprise Bank (2014) Non-Profit of the Year: Celebration of Excellence; Finalist for Essex National Heritage Commission Trailblazer (to be awarded April 2017).

GWL Plan's Consistency with Commonwealth's Sustainable Development Principles

Concentrate development and mix uses: GWL partnered with LCW and the City of Lawrence on the RGI (2002), PPS (2012) and ULI TAP (2013) to ensure mixed use in the North Canal District (see Section 2).

Advance equity: Equity is at the foundation of everything we do. Our parks and gardens are created based on community input and are located on public land for the community to use. Our food programs help make healthy food more accessible for our community. Our education programs are offered to public school students and provide enrichment helping to increase their academic performance and future prospects. Our community initiatives are free to the public and are designed based on community input. These initiatives ensure a more sustainable community for generations to come.

Make efficient decisions: We work closely with many community partners and engage the community in planning sessions in order to ensure that our projects have wide support and can be implemented quickly (as detailed in Section 2).

Protect land and ecosystems: Our environmental improvement projects are designed to increase the quantity, quality and accessibility of open spaces and recreational opportunities for the Greater Lawrence community while protecting the area's land and waterways; specifically: increasing the urban canopy, reducing and filtering storm water runoff, improving urban water quality and revitalizing riparian corridors.

Use natural resources wisely: Our environmental improvement projects are aimed at making better use of underused spaces and use low-impact-design practices. Our park projects will include storm water remediation measures to reduce negative impacts of the urban environment on the city's rivers and their watersheds. Our outreach initiatives have raised the community's engagement with recycling and composting and worked to reduce litter and illegal dumping.

Expand housing opportunities: We partner with LCW, and plan to expand on our partnership with ACT, to improve the healthy living assets of their clients including those in their homeowner programs. Our work on the RGI enabled LCW to develop Union Crossing affordable housing units from vacant mill buildings. We work to help make these neighborhoods more pedestrian friendly.

Provide transportation choice: Our development of trails and complete streets promotes additional pedestrian travel and connectivity to public transportation modes and fosters economic activity.

Increase job and business opportunities: Our youth and adult job training programs provide critical career training. Our work with Lawrence bodegas is helping to increase these small businesses' financial foundation. The Spicket River Greenway has enabled people to access the city's downtown area which is the primary economic hub.

Promote clean energy: We add trees to the urban canopy which sequester carbon dioxide, helping to reduce greenhouse gas emissions in the atmosphere and reducing residential air conditioning costs.

Plan regionally: GWL serves the tri-city area of Lawrence, Haverhill and Methuen and this regional focus enables us to align projects throughout the metropolitan area. Our trail development projects are designed to provide regional pedestrian connectivity and connection to public transit.

SECTION 10: ACTIVITIES/PARTNERS/OUTPUTS/OUTCOMES

ENVIRONMENTAL & OPEN SPACE IMPROVEMENTS

Promote Greater Lawrence's identity and reputation as an affordable, prosperous and healthy green community

Program Area	Primary Partners	Planned Activities	Outputs	Time frame	Outcomes
Urban Forestry	City of Lawrence, Haverhill LCW, Bread & Roses Housing, ACT, and Habitat for Humanity, South Common Neighborhood Association	Plant shade trees in public parks, along public streets and in private yards in Lawrence, Methuen and Haverhill. Work with affordable housing partners to identify residents in need of a shade tree.	Plant 2400 trees in Lawrence in public spaces and private yards over 3 years. Coordinate the planting of 75 trees in Haverhill in public spaces and along public streets over 3 years.	FY16- FY19	Increase the urban canopy, provide shade and beauty for residents, improve air quality, sequester carbon dioxide, absorb storm water runoff, and improve climate change mitigation. Increase the urban canopy, provide shade and beauty for residents, improve air quality, sequester carbon dioxide, absorb storm water runoff and improve climate change mitigation.
Urban Forestry	City of Haverhill	Provide outreach and planning support for planting of shade trees in Haverhill.	Inform and engage community for planting of trees in public and private spaces in Haverhill	FY 16- FY19	Increase the urban canopy, provide shade and beauty for residents, improve air quality, sequester carbon dioxide, absorb storm water runoff, and improve climate change mitigation. Increase the urban canopy, provide shade and beauty for residents, improve air quality, sequester carbon dioxide, absorb storm water runoff, improve climate change mitigation
Park Development and Design	City of Lawrence	Manage the community engagement process, planning of redevelopment of Stockton Park	Concept Phase dependent on Federal Highway TIGER \$	FY17- FY18	Community has additional open space for soccer and other athletics and fro walking and connecting with nature. Crime rates near the parks drop and abutting property values increase. Public health improves.
Park Development and Design	City of Lawrence	Work with city to fundraise to redevelop at least 3 new additional playgrounds.	Target parks include: Gagnon, Bourgoin, Howard, and South Common	FY17- FY18	Community has diverse play opportunities for a range of age groups. Parks are safer because of increased usership.
Park Development and Design	City of Lawrence	Assist the City of Lawrence with the expansion of Manchester Street Park.	Support the city's land acquisition efforts, assessment activities, design development, and construction activities.	FY16- FY18	Greater connectivity between the rail trail, Manchester Street Park, and La Fruteria Grocery Store. Pedestrians have safer alternative transportation options. Project catalyzes private investment in the grocery store's parking lot.
Park Development and Design	City of Lawrence	Work with City to identify and fundraise for additional park projects.	Park redevelopment/development sites identified and potential funding sources identified	FY17- FY19	Pipeline of park projects is developed.

Shared use paths	City of Lawrence, Methuen, Haverhill, and Towns of Andover and North Andover	Plan and implement design and construction of off street paths.	100% Construction Documents for Lawrence Rail Trail, Methuen Rail Trail Construction 100% complete, Green Team building Merrimack River Trail. Enhancement of Shawsheen River corridor.	FY17-FY19	Greater connectivity between communities. Pedestrians have safer alternative transportation options. Reclamation of derelict land, reduction in crime rates, increased property values, and improved quality of life for Lawrence residents.
North Canal Coalition	North Canal Property Owners	Co-chair and convene this group of 20 property owners to discuss shared interests of the district.	10 meetings each year are convened.	FY17-FY19	Property owner collaboration on a broad range of projects related to economic and community development.
NECC	Northern Essex Community College	Provide project management services for NECC's Lawrence-based development projects. Plan, design farming partnership at Haverhill campus.	Housing opportunities for NECC Lawrence Campus. Tactical urbanism Buckley Garage. Garden for proposed culinary arts program.	FY17-18	NECC is able to expand its Lawrence base and provide increased services to the Greater Lawrence community. NECC Haverhill healthy food education.
Lawrence Open Space Plan	City of Lawrence	Update the City of Lawrence's Open Space Plan	Updated Open Space Plan and Recreation, ensuring the city's eligibility for EEA grants including the PARC grant	FY17	Lawrence has an informed and coordinated approach for its next phase of open space improvement projects.

EDUCATION & JOB TRAINING

Develop Greater Lawrence's new generation of environmentally engaged leaders and employable residents

Program Area	Primary Partners	Planned Activities	Outputs	Time frame	Outcomes
K-12 Programs	Lawrence Public Schools (LPS) Boys & Girls Club of Greater Lawrence Merrimack Valley YMCA	Provide K-12 Lawrence public school students with in-school and out-of-school STEM-based, environmental and public health enrichment programming.	Provide 1200 K-12 Lawrence public school students with in-school and out-of-school STEM-based, environmental and public health enrichment programming. 200 LPS elem/middle school students each year receive 30 hours (each on average) hours of programming during the summer months 50 LPS high school students each year receive 20 hours (each on average) of urban agriculture programming during the school year.	FY17-FY19	Increased awareness of and competency about environmental and public health issues amongst Lawrence's student body. Increased sense of place and city pride amongst Lawrence's student body. Build academic content based language, background knowledge and experiential learning that connects academic learning to the real world.

Field Trip Sites	Lawrence Public Schools Other local school systems.	Work with schools to facilitate their use of Costello Urban Farm, Ferrous Urban Wild Park and Den Rock Park as priority school field trip sites.	Lawrence Public Schools and other local school district routinely utilize Costello Urban Farm, Ferrous Urban Wild Park and Den Rock Park for field trips.	FY 17-FY19	Greater Lawrence youth benefit from time spent in a diversity of urban wild spaces.
Environmental Technical Training Program	Merrimack Valley Workforce Investment Board ValleyWorks Career Center	Provide unemployed and underemployed Greater Lawrence adults with certificate training for careers in the green economy.	45 Greater Lawrence adults increase their employability in the green economy over the 3 year period.	FY17-19	Local residents find jobs in the green economy and increase their family's financial security.
Green Team	National Park Service MA Dept. of Conservation & Recreation Appalachian Mountain Club Groundwork USA Lawrence CommunityWorks (LCW) and Family Resource Center (FRC), Andover Village Society	Provide 20 leadership development, part-time jobs for Lawrence youth aged 14-21 during the school year and 30 during the summer months. Work with LCW/FRC to identify potential Green Team members.	30-35 youth each year receive 130 hours (each on average) of environmental, public health and urban agriculture, STEM-based, service-learning leadership training. Youth are exposed to 10 (min) professionals and career disciplines. Youth gain experience with resume writing, cover letter writing, job interviewing, public speaking, outreach. Youth participate in educational workshops, camping and hiking trips and service learning trips locally and to national parks.	FY17-FY19	Lawrence youth pursue education and/or careers in the environmental or public health field and return to Lawrence as our next generation of civic leaders.

COMMUNITY ENGAGEMENT

Help Greater Lawrence residents achieve economic self-sufficiency, feel safe and take pride in a clean and green metropolitan area

Program Area	Primary Partners	Planned Activities	Outputs	Time frame	Outcomes
Community-wide Stewardship Events	City of Lawrence Comcast Corporation	Hold an annual Earth Day/Comcast Cares Day in April and a Spicket River Cleanup Event in September.	1,500 Greater Lawrence residents spend 5 hours each, working side-by-side, helping to clean and beautify the city each year.	FY17-FY19	The community develops more pride and ownership of their city and help to steward and beautify public spaces.
Partner Stewardship Events	Local Groups	Facilitate small groups from local corporations, churches, schools and other groups who wish to work together on local stewardship project.	150 participants from local groups spend 5 hours each, working together, to steward city spaces each year.	FY17-FY19	Local organizations and their employees develop more pride and ownership of the city and help keep it clean.

Program Area	Primary Partners	Planned Activities	Outputs	Time frame	Outcomes
Community Health & Safety Events and Celebrations	City of Lawrence Mayor's Health Task Force	Hold and annual Kite/SALSA Festival in June, a 5K Walk Run during the summer months.	2,000 Greater Lawrence residents spend time in Lawrence's parks and along the Spicket River Greenway participating in civic events each year.	FY16- FY18	The community increases their usage of public spaces, build community and participate in physical activity.
Partnerships	Lawrence-based Alliances	Participate in and help lead the Mayor's Health Task Force, Working Cities Initiative, The Community Inroads Lawrence Inclusion Project	Groundwork brings its unique perspective and expertise to bear on the pressing issues in the city and Groundwork's efforts are continually informed by and guided by these groups.	FY16- FY18	The Lawrence community works collaboratively to revitalize Lawrence's economy and environmental and public health.
Storm Water/Urban Waters	City of Lawrence US EPA	Educate the Lawrence community about climate change, its potential impact on Lawrence neighborhoods (increased flooding) and climate change mitigation options; and about the damaging effects of cooking oil/grease/fat disposal on the city's waste water infrastructure and river health	Climate Resiliency in Lawrence webpage created Bilingual Lawrence Waste Water Information flyer created 7,000 Lawrence residents engaged in climate change/storm-water/waste water systems educational outreach	FY16- FY19	Community has increased awareness of urban waters issues and how their behavior affects urban water quality health. Stormwater runoff into the city's rivers is reduced and cleaned. The city's water infrastructure is better able to support demand.

FRESH FOOD ACCESS & ACTIVE, HEALTHY LIVING

Increase access to healthy foods in Greater Lawrence, enabling residents to make healthy food choices

Program Area	Primary Partners	Planned Activities	Outputs	Time frame	Outcomes
Healthy on the Block/ Bodegas Saludables	City of Lawrence Mayor's Health Task Force Mill City Community Investments	Encourage and enable Lawrence bodegas (corner stores) to begin selling healthier food options. Help these small, local businesses increase their financial literacy and business assets, build credit, and apply for small business loans. Help develop the customer base for healthy food purchases at Lawrence bodegas.	50 bodegas (over the course of 3 years) increase their supply/sale of healthy food options.	FY16- FY19	Lawrence's healthy food economy is bolstered. Lawrence families increase their consumption of fresh produce and improve their public health. Lawrence's small businesses increase their financial security.

Farmers Market & Community Supported Agriculture (CSA)	City of Lawrence Farmer Dave's CSA MA Department of Transitional Assistance Holy Family Hospital YWCA Project Bread Lawrence CommunityWorks (LCW)/Family Resource Center (FRC)	Manage the GWL Farmers Markets where local/regional farmers, Green Team and LHS students sell their produce; facilitate Lawrence community's purchase of CSA shares; accept as payment, promote and incentivize federal/state food subsidies for low-income residents and fundraise for additional subsidies. Work with LCW/FRC to identify families in need of healthy food subsidies.	Fresh, locally grown, culturally appropriate and affordable produce is provided to the Lawrence community each year. Avg. 25 families per year benefit from subsidized CSA shares each 15,000 people visit the Farmers Markets each year	FY17- FY19	Lawrence families increase their consumption of fresh produce and improve their public health.
Community Gardener Network	City of Lawrence, local gardeners, Redeemer Lutheran Church,	Facilitate the community's usage of the 141 garden beds available through Lawrence's 9 community garden sites. Engage the fully Lawrence gardening community including those who use the 30 backyard gardens built by GWL. Host Skill workshops.	150 Lawrence residents each year grow vegetables in garden beds for their families. Construct a new garden on a city owned vacant lot at Lowell and Margin.	FY17- FY19	The social capital of the Lawrence community is increased as neighbors increase their interactions. Crime rates are reduced as people continue to spend time outside in the garden spaces. Lawrence families increase their consumption of fresh produce and improve their public health.
Healthy Living Community Education	Share Our Strength (Cooking Matters) LCW/ FRC/ACT	Provide each year: 2-5 wk. GWL Cooking Class Sessions, 2-6 wk. Cooking Matters, 1-2 wk. Canning/Preserving, bi-monthly Fresco Cooking Club Work with LCW/FRC/ACT to identify people interested usage of the kitchen.	Lawrence residents each year increase their awareness/competency of cooking/shopping for healthy meals.	FY17- FY19	Lawrence families increase their consumption of fresh produce and improve their health.
Learning Kitchen Usage	LCW/FRC /ACT	Analyze and launch a plan to enable community usage of our new learning kitchen Work with LCW/FRC/ACT to identify people interested usage of the kitchen.	Greater Lawrence community has a space available for open cooking hours, group canning sessions, family cooking classes.	FY17- FY19	The social capital of the Greater Lawrence community is increased as is their knowledge and capacity to prepare healthy foods.